COACHING AND COUNSELLING

UNIT -3

COACHING

INTRODUCTION

- Coaching is an ongoing process designed to help the employee gain greater competence and overcome barriersto improving performance

- Coaching differs from training, which is a structured process to provide employees with the knowledge andskills to perform job tasks.

- Coaching is appropriate when the person has the ability and knowledge but performance has dropped and he hasnot met expectations

- Coaching involves a change in behavior.

- Coaching is not the same as counseling.

DEFINITION OF COACHING

"A directive process by a manager to train and orient an employee to the realities of the workplace and to help theemployee remove barriers to optimum work performance."

Quality and characteristics of an effective coach

1. Patience
2. Enthusiasm
3. Honesty & Integrity
4. Friendliness
5. Genuine concern for others
6. Self confidence
7. Consistency over decision making
8. Flexibility

9. Fairness
10. Resourcefulness

Skills and Abilities of an effective leader or coach

1. Communication
2. Listening
3. Questioning
4. Setting goals and objectives
5. Establishing appropriate priorities for different activities
6. Analyzing
7. Relating to people at all levels
8. Planning and organizing

Modeling coaching behaviors

- **C**ollaborate
- **O**wn
- **A**cknowledge
- **C**ommunicate
- **H**elp

Coaching Process

By applying the following step by step Process of coaching we will improve the performance of individual & teammembers:

1. Problem identification
2. Employee response
3. State expectations
4. Get agreement
5. Improvement plan
6. Gain commitment
7. Set time for next meeting
8. Monitor and follow up.

Guidelines for effective feedback

1. Be descriptive rather than evaluative
2. Be specific rather than general
3. Discuss only behaviors the employee can change

4. Be timely and do it frequently
5. Take into account both employee and employer's needs
6. Communicate clearly
7. Do it when receiver is ready to receive it.

Benefits of Coaching

- Coaching is the most effective way to develop your employees.
- Coaching is the key to managing multiple priorities.
- Coaching leads to improved employee performance, which leads to increased productivity and bottom-line results.
- Coaching increases employees' self-esteem and jobsatisfaction

Objectives of coaching

Coaching plays a crucial role in employee performance management by helping individuals enhance their skills, overcome challenges, and achieve their professional objectives. The objectives of coaching in employee performance management include:

1. **Skill Development**: Coach employees to improve specific skills relevant to their roles. This could include technical skills, soft skills, leadership abilities, communication, and problem-solving.
2. **Performance Improvement**: Identify areas where employees may be struggling or underperforming and work collaboratively to develop strategies for improvement. Coaching helps employees understand expectations and find solutions to enhance their performance
3. **Goal Alignment**: Ensure that individual employee goals align with the overall goals and objectives of the organization. Coaches assist in setting SMART (Specific, Measurable, Achievable, Relevant, Time-bound) goals that contribute to the success of both the employee and the company.
4. **Feedback and Recognition**: Provide constructive feedback on employees' strengths and areas for improvement. Acknowledge achievements and successes to motivate and reinforce positive behaviors.
5. **Career Development**: Support employees in identifying their career aspirations and create plans for professional growth. This includes helping them explore potential career paths within the organization and providing guidance on necessary skills and experiences.
6. **Problem-Solving**: Assist employees in overcoming challenges and finding effective solutions. Coaching encourages a proactive and positive approach to problem-solving, fostering a sense of autonomy and resourcefulness.

7. **Increased Engagement**: Engage employees in their work by helping them understand the significance of their contributions. A coach can facilitate a deeper connection between an employee's role and the overall mission and values of the organization.
8. **Effective Communication**: Improve communication skills, both within the team and with other stakeholders. Effective communication is vital for collaboration, team cohesion, and successful performance.
9. **Self-Reflection and Awareness**: Encourage employees to reflect on their own performance, strengths, and areas for improvement. Coaching facilitates self-awareness, helping individuals understand their impact on others and the organization.
10. **Continuous Learning**: Promote a culture of continuous learning and development. Coaching supports employees in seeking out new knowledge, staying updated on industry trends, and adapting to changing work environments.

Importants of coaching

Coaching holds significant importance in various contexts, including personal development, professional growth, and organizational success. Here are several key reasons why coaching is considered valuable:

1. Skill Development: Coaching helps individuals enhance their skills and capabilities, both technical and soft skills. This focus on skill development is crucial for staying competitive in rapidly evolving work environments.
2. Performance Improvement: Coaching identifies areas for improvement and supports individuals in overcoming challenges. By providing constructive feedback and guidance, coaching contributes to enhanced performance and productivity.
3. Goal Achievement: Coaches work with individuals to set meaningful and achievable goals. Through the coaching process, individuals gain clarity on their objectives and develop action plans to work towards them.
4. Increased Self-Awareness: Coaching encourages self-reflection, leading to greater self-awareness. Individuals gain insights into their strengths, weaknesses, and areas for development, fostering personal and professional growth.
5. Enhanced Problem-Solving: Coaches assist individuals in developing effective problem-solving skills. This is crucial for navigating challenges and finding innovative solutions, contributing to overall adaptability and resilience.

6. Effective Communication: Coaching helps improve communication skills, enabling individuals to express themselves clearly, listen actively, and collaborate more effectively. Strong communication is vital for success in personal and professional relationships.
7. Career Development: Coaches support individuals in exploring and planning their career paths. This includes identifying career goals, navigating career transitions, and developing the skills necessary for advancement.
8. Increased Confidence: The supportive and empowering nature of coaching builds confidence in individuals. As they achieve milestones and overcome challenges, confidence grows, positively impacting their approach to work and life.
9. Adaptability to Change: Coaching assists individuals in developing a mindset of adaptability and resilience. This is particularly important in today's fast-paced and dynamic business environments.
10. Leadership Development: Coaching is instrumental in developing leadership qualities. It helps aspiring leaders or current leaders refine their leadership style, improve decision-making, and build strong, motivated teams.

COUNSELING CONCEPT

Introduction

- ➢ A supportive process by a manager to help an employee define and work through personal problems that affect job performance.
- ➢ Performance counseling is a very important activity that helps employees to know themselves better.
- ➢ Performance counseling refers to the help provided by a manager to his subordinates in objectively analyzing their performance.

- ➢ It attempts to help the employee in:
- ❖ Understanding himself-strengths & weaknesses
- ❖ Improving his professional & interpersonal competence bygiving him feedback about his behaviors.
- ❖ Setting goals and formulating action plans for further improvement.

Objectives/Functions of counseling

1. Rendering advice
2. Clarifying the thinking
3. Release of emotional tension

4. Communication
5. Reorientation

Features of performance counseling

➢ Conditions for effective counseling
1. A climate of Trust, confidence and openness
2. It should be two way communication(feel free)
3. Focus on employee development
➢ Performance counseling Phases
1. Rapport building
2. Exploration
3. Action Planning

Types of counseling

1. Directive counseling
2. Non-directive counseling
3. Participative/cooperative counseling

Processes in Performance counseling

1. Feedback

- Feedback should be descriptive and non evaluative.
- Focused on the behaviour rather than on the person.
- Back it up with few examples of actual events
- Feedback should be continuous.
- It should be checked and verified.

2. Pre-interview Preparation

- Make sure to know what was mutually agreed in terms ofjob responsibilities
- Review the employees back ground, education
- Determine strengths, development needs to be discussedwith the employee
- Identify areas that need attention during the next reviewperiod
- Make sure that the employee has sufficient advance noticefor the interview
- Note down the key points

3.Interview

- Be sincere, informal and friendly
- Encourage the employee to discuss how he appraises hisown performance
- Before discussing suggestions focus on development, encourage the employee to tell his own plans

- Make a record of plans and the employee have made,points requiring follow up.

Steps in the counseling process

Counselor has to adopt following steps to make the processsuccessful.

- Initiating
- Exploring
- Framing of action plan

Counseling Techniques used by counselors

- Spheres of influence
- Clarification
- Client expectations
- Confrontation
- Congruence
- Core conditions
- Encouraging
- Engagement
- Focusing
- Immediacy
- Listening skills
- Open ended questions
- Paraphrasing
- Positive asset search
- Reflection of feeling
- Miracle question
- Stages of change
- Trustworthiness
- Working alliance
- Self disclosure
- Structuring
- Hierarchy of needs

EMPLOYEE COUNSELLING – CONCEPT

Introduction:

- Counselling is a two-way process in which a counsellor provides help to the workers by way of advice and guidance.

- There are many occasions in work situations when a worker feels the need for guidance and counselling.
- The term 'counselling' refers to the help given by a superior to his subordinate in improving the latter's performance.
- It is a process of helping the employees to achieve better adjustment with his work environment to behave as a psychologically mature individual, and help in achieving a better under-standing with others so that his dealings with them can be effective and purposeful. Thus, the basic objective of counselling is overall development of the employee.
- According to Keith Davis – Employee counselling involvesa discussion of an emotional problem with an employee with the general objective of decreasing it.

This definition has three concepts:

(i)   Counselling deals with emotional problems.

(ii)   Counselling involves discussion i.e., it is an act of communication. Successful counselling depends on communication skills, primarily face- to-face, by which oneperson's emotions can be shared with another.

(iii)   The general objective of counselling is to understandand/or decrease an employee's emotional disorder.

Need for Employee Counselling:

Employees undergo tremendous stress of completing the targets,work-load, meeting deadlines, relations with subordinates or colleagues, work-life balance, lack of time and higher responsibility.

Therefore, following are some of the reasons as to why thereshould be counselling at work places:

1. There is a need for the employees to come out from theproblems, gives a new   way to deal with the problems.

2. The employees need to know as to how much the employercare for the employee.

3. There is also a need to identify the work related problems andthe poor performance.

4. There is a need to increase the productivity of employee andthe confidence about the work.

Objectives of Employee Counselling:

- ➤ Counselling is an exchange of ideas and feelings between twopersons.
- ➤ It is concerned with both personal and work problems.
- ➤ Counselling may be performed by both professionals andnon-professionals.
- ➤ Counselling is usually confidential so as to have free talkand discussion.
- ➤ It tries to improve organisational performance by helping the employees to cope with their problems.
- ➤ Helping employees to realize their potential.
- ➤ Helping employees to understand their strengths andweaknesses.
- ➤ Providing employees an opportunity to acquire more insight into their behaviour and analyse the dynamics of such behaviour.
- ➤ Helping employees to have a better understanding of theenvironment.
- ➤ Increasing personal and interpersonal effectiveness through effective feedback.
- ➤ Encouraging employees to set goals for further improvement;and
- ➤ Providing employees an atmosphere for sharing and discussing their tension, conflicts, concerns, and problems.

The three basic ingredients of the process are:

i. Communication

ii. Empowering, and

iii. Helping.

i) Communication involves receiving messages (listening), giving messages (responding), and giving feedback. The counsellor or the mentor does all these.

ii) The process of empowering enables the other person toexercise more autonomy, providing positive reinforcement so that the desirable behaviour is furtherstrengthened.

iii) Helping involves identification of the developmental needs of the person being counselled so that he/she maybe able to develop and increase his/her effectiveness.

Employee Counselling Employee counselling involves the following **types:**

1. Directive Counselling,
2. Nondirective Counselling,
3. Cooperative Counselling,
4. Participative Counselling,
5. Desensitization,
6. Catharsis,
7. Insight, and
8. Developing the new patterns.

1. Directive Counselling:

It is full counselling. It is the process of listening to an employee's problem, deciding with the employee what should be done and telling and motivating the employee to do it. Thistype of counselling mostly does the function of advice, reassurance and communication. It may also perform other functions of counselling.

2. Non-Directive Counselling:

It is the process of skillfully listening to the emotional problems of an employee, understand him/her and determine the course ofaction to be adopted to resolve his problem. It focuses on the

counselee hence it is called 'client centered' counselling. Professional counsellors usually adopt this method of counselling. The unique advantage of this type of counselling isits ability to cause the employees reorientation. The main stressis to 'change' the person instead of dealing with his immediate problem only.

The non-directive counsellor deals with respect the person so affected. He takes the person as best to solve his own problemsand he facilitates the person to reach his goal.

In non-directive counselling, the employee is permitted to have maximum freedom in determining the course of the interview. Itis the process of skilfully listening and encouraging a counselee to explain troublesome problems, understand them and determine appropriate solutions.

The employee is encouraged, through the manager's attitude andreaction to what is said or not said, to express feelings without fear of shame, embarrassment, or reprisal. The free expression that is encouraged in the non-directive approach tends to reduce tensions and frustrations.

3. Cooperative Counselling:

Is the process in which both the counsellor and client mutually cooperate to solve the problems of the client. It is not neither wholly client centered nor wholly counsellor centered but it is centered both councilor and client equally. It is defined as mutual discussion of an employee's emotional problem to set up conditions and plans of actions that will remedy it. This form of counselling appears to be more suitable to managerial attitude and temperament in our country.Flexibility is a key component of the employee counsellingprocess.

4. Participative Counselling:

Participative is a counsellor-counselee relationship that establishes a cooperative exchange of ideas to help solve an employee's problems. It is neither wholly counsellor centerednor wholly counselee-centered. Counsellor and counselee mutually apply their different knowledge, perceptions, skills, perspectives and values to problem into the problems and findsolutions.

5. Desensitization:

According to Desensitization, once an individual is shocked in aparticular situation, he/she gives himself/herself no chance for the situation to recur. This method can be used to overcome avoidance reactions, so as to improve the emotional weak spots.If an employee is once shocked by the behavior, approach or action of his superior, he would continue to avoid that superior.

It is difficult for such superiors to be effective counsellors, unless such superiors prove otherwise through their behavior or action on the contrary. Similarly, once an employee is shocked by a particular situation, he can be brought back to that situationonly if he will be convinced through desensitization that the shock will not to take place further. Counsellor can make use ofdesensitization in such situations

6. Catharsis:

Discharge of emotional tensions can be called catharsis. A Catharsis is an emotional discharge through which one can achieve a state of moral or spiritual renewal or achieve a state ofliberation from anxiety and stress.Catharsis is a Greek word and it means cleansing.

Emotional tensions can be discharged by talking them out or byrelieving of the painful experience which engendered them. It isan important technique as a means of reducing the tensions associated with anxiety, fear, hostility, or guilt. Catharsis helps to gain insight into the ways an emotional trauma has been affecting the behavior.

The most common interpretation of the term 'Catharsis' is purgation and purification, and are still widely used. The mostrecent interpretation of the term catharsis is "intellectual

clarification"

7. Insight:

Founded by Sigmund Freud, psychoanalysis or insight delves deep into an employee's past and brings to light past experiences

and current unconscious thoughts and behaviours of the employee, that are believed to be the cause of their current problems. Specifically, it targets how inner drives such as the id,superego, and ego conflict with outside pressures such as cultural or religious obligations. Insight is the ability to acquire a new accurate awareness or comprehension about a thing or person. Insight therapy is a typeof therapy that helps the employee to understand how events in the past are negatively influencing the current thoughts, emotions, and behaviours. This type of treatment can be quite empowering for employees, because it is identifying the source of their problems. Identifying the reasons for low self-esteem, insecurity, depression, anxiety, etc., is the first step towards resolving those conflicts and issues. With the help of insight, onemay find that he/she has devalued himself/herself unnecessarily,or his/her aspirations were unrealistic, or that his/her childish interpretation of an event was inaccurate. Then he/she can overcome the weakness.

Developing new patterns becomes very often necessary when other methods to deal with weak spots remain ineffective. In order to develop new, more satisfying emotional reactions, the individual needs to expose himself to situations where he can experience positive feelings. The manager who deals with suchindividuals may motivate or instigate them to put themselves into such situations, so that their self-confidence may increase.Every counsellor must concentrate his/her full attention on two aspects viz., using of assessment tools, and utilizing counselling

methods, choice of which differs from person to person,situation to situation, and from case to case.

i. The id represents a constant in the personality as it is always present. Fraud saw sexual energy as the only id, however, Freudadded another instinct to the id Thanatos – the death instinct. The id is unconscious by definition – "It is the dark, inaccessiblepart of our personality". It is filled with energy reaching it from the instincts, but it has no organization, produces no collective will, but only a striving to bring about the satisfaction of the
instinctual needs and is based on the 'pleasure principle'.

ii. The ego is the surface of the personality; the part one usuallyshows the world. The ego is governed by the 'reality principle',or a practical approach to the world. It seeks to turn the id's drive to behavior which brings benefits in the long term rather than grief. Conscious awareness resides in the ego, although notall of the operations of the ego are conscious.

iii. The Super-ego aims for perfection. It comprises that part ofthe personality, mainly unconscious, which includes the
individual's ego ideals, spiritual goals, and conscience, that criticizes and prohibits his or her drives, fantasies, feelings, andactions.

"The Super-ego can be thought of as a type of conscience that punishes misbehaviour with feelings of guilt." For example – having extra-marital affairs.

Employee Counselling – Process:

The counselling process has three important phases:

(1)   Rapport building

(2)   Exploration, and

(3)   Action planning.

1. **Rapport Building**: Rapport building is essential for any effective counselling outcome. In this phase, a good counsellor attempts to establish a climate of acceptance, warmth, support, openness, and mutuality. He/she does

this by listening to the employees' problems and feeling, by communicating his/her understanding to the employees, and by expressing a genuineness of interest in them.

2. **Exploration:** In the exploration phase, besides accepting the employees, listening to them, and establishing a climate of openness, the counsellor attempts to understand as well as help the employees understand their own situational strengths, weaknesses, problems, and needs. Counselling skills lie in this.

3. **Action Planning**: In the action planning stage, the counsellor and the employee jointly workout or plan specific action steps for the development of the employee.

The various requisites of the counselling are listed below:

1. Individual's Desire to Improve:

The first most important requirement for effective counselling is that the individual to be given counsel should be interested in developing himself. Superiors usually hold the view that subordinates do not take sufficient interest in their growth and development. On the other hand, subordinates allege that they do not feel free to participate in the process of the review and feedback.

2.Continuous Dialogue:

Counselling is not one-way process of communicating to the employee what he should or should not do. It is a process of continuous dialogue directed toward better understanding of the situation. This presupposes the existence of a general climate of openness, mutuality and trust.

3.Interest of Superior in Subordinates' Development:

In order to make counselling effective it is necessary that the counsellor should have empathetic attitude towards his subordinates. To put it differently, counselling should not be considered as a burden or an unpleasant task and practised half- heartedly or as a compulsion.

4.Mutual Participation:

Both the superior and the subordinate should whole-heartedly participate in the goal setting and reviewing of goals and performance. Without such collaboration counselling would be reckless.

Employee Counselling – 6 Main Functions:

    A. Advice
    B. Reassurance,
    C. Communication
    D. Release of Emotional Tension
    E. Clarified Thinking
    F. Reorientation

The basic objective of counselling is to help employees to improve their mental health and develop self-confidence, understanding, self-control and ability to work effectively. This objective can be achieved by performing various counselling functions. They are:

 1. Advice:

One of the important functions of counselling is offering advice "to the counselee." The counsellor has to understand the problem of the counselee completely, before offering advice and suggesting a course of action.

2. Reassurance:

In order to give courage to face a problem confidently, counselling provides employees with reassurance. Normally reassurance is not acceptable to the counselee. However, it is useful in some situations.

3. Communication:

Counselling helps improve both upward and downward communications. In an upward direction, it is a key for employees-to make the management know their feeling .Counselling initiates an upward signal. Another part of the counsellor's job is to discover emotional problems relating to company's policies and to interpret those problems to top management.

4. Release of Emotional Tension:

Releasing emotional tension is an important function of counselling. People feel emotional release from their frustration after counselling. Release of tension may not solve the entire problem, but it removes mental blocks to the solution.

5. Clarified Thinking:

Another function of counselling is that of clarified thinking. As emotional blocks to straight thinking are relieved while narrating the problems to the counsellor, one begins to think more rationally. Clarified thinking tends to be a normal result of emotional release, but a skilled counsellor can act as a catalyst to bring about clear thinking more quickly. The client begins to accept responsibility for his own problems and strives to be more realistic in solving them.

6. Reorientation:

It involves a change in the employee's psychic self through a change in basic goals and values. Mostly, it needs a revision of the employee's level of aspiration to bring it more in line with actual attainment. It is largely a job of the professional counsellor.

Employee Counselling – Qualities and Role Necessary for a Counsellor

Qualities of a Counsellor:

- Counsellor should be a morale booster for the employee
- Counsellor should be unbiased and must never compare one employee with other employees
- Counsellor should have warm manners and social etiquettes
- He/she must be well versed in excellent communication skills
- The counsellor should possess professional qualifications, experienced.
- Effective listening skill
- Pleasing personality
- Immense Patience
- Compassionate approach
- Non-judgmental towards a problem or an employee
- Research-Oriented as counselling is an ever evolving profession
- Empathetic and sympathetic towards the employees
- Discrete outlook
- Ever encouraging to employees to come forward for redressal.

Employee counselling has a positive impact on the employee's life as their problems are solved and they lead a stress free life.

Role of Counsellors:

Counselling is a two-way process in which a counsellor provides help to an employee by way of advice and guidance. There are many occasions in work situations when a worker feels the need for guidance and counselling. In big organisations, counsellors are appointed who are experts in industrial psychology.

They help the employees in the following ways:

(i) To provide emphatic atmosphere of genuine concern about his difficulties, tensions, worries, problems, etc. so that he can freely discuss and share his views with counsellor;

(ii) To understand himself better and to gain knowledge about his potential, strengths and weaknesses;

(iii)To gain an insight into the dynamics of his behaviour by providing necessary feedback;

(iv) To have better understanding of the environment in which he functions;

(v) To increase his personal and interpersonal effectiveness by assisting him in analysing his interpersonal competence;

(vi) To prepare alternate action plans for improving his performance and behaviour.

(vii) The counsellor enjoys a good status in the organisation as he provides an important service in achieving good human relations. He essentially communicates with the employees (listening and responding to their psychological problems) and tries to influence them.

Employee Counselling – Factors Necessary to Build a Successful Counselling Program

Factors Necessary to Build a Successful Counselling Program:

The corporate world is getting changed and so the HR process also. Counselling not only helps employees but also show how much the organization cares for employees.

Employee Counselling needs to be tackled carefully, both on the part of the organization and the counsellor.

1.The counsellor should be either a professional or an experienced, mature employee.

2.The counsellor should be flexible in his/her approach and a patient listener.

3.The counsellor should have the warmth required to win the trust of the employee so that he/she can share thoughts and problems without any inhibitions.

4.Active and effective listening is one of the most important aspects of the employee counselling.

5.Time should not be a constraint in the process.

6.The counsellor should be able to identify the problem and offer concrete advice.

7.The counsellor should be able to help the employee to boost the morale and spirit of the employee, create a positive outlook and help employees to make decisions to deal with the problem.

8.Counsellor must give that kind of advise which is workable and possible to follow by the employee.

Employee Counselling – Benefits and Challenges Some benefits may be highlighted as under:

A. It helps employees to tackle with the problems effectively
B. Employees are able to sort out their problems with ease
C. Counselling Helps in taking correct decisions, be it personal or official
D. Counselling gives a new way to look at the situation with a new perspective and positive outlook
E. It also May reduce the number of absenteeism of employee
F. It may prevent termination from employer or resignation from employee
G. It reduces the cost of hiring new employee and training new staff as old staff is retained
H. It results in Possibility of smooth coordination between employer and employee
I. It Helps the individual to understand and help him/herself
J. It provides Alternate solutions to problems
K. Counselling helps in Coping with the situation and the stress
L. Employees frustrations and stress are removed with the help of Counselling
M. The employee is able to overcome his personal weakness, his emotional irritants and come out with refined behaviour
N. He/she is able to improve his/her behaviour to full potential.

Challenges to Effective Employee Counselling:

a. Employees are not comfortable sharing their problems with manager/counsellor.
b. Lack of trust in counselling procedure.
c. Providing counselling to employees is a time-consuming and costly process.
d. The very purpose of counselling is defeated if the counsellor is ineffective.

Employee counselling can go a long way in helping employees face their day-to-day

take increased control over their job and life and maintain a healthy balance between work and personal life.

Counselling helps the organization to identify the problem areas at the earliest and handle them before they blow out of proportion. Workplace stress and anxiety can affect the mental health, productivity and behaviour of the employees.

Counselling is necessary to manage the stress so that the productivity and efficiency of the employees is maintained.

9 Benefits of Counseling

1. Opportunity for Self-Exploration and Self-Discovery Seeing a counselor provides you with the opportunity to learn about yourself and gain a greater understanding into your personality, values, and beliefs. It allows you to increase self- awareness and insight into your own role in the problems you may be facing and awareness is key to change. It encourages you to embark on a personal journey toward personal growth.

2. Provides Support and Validation

Counselors strive to provide a safe, non-judgmental, warm, and caring environment for clients to feel comfortable with disclosure of personal matter. The top 3 characteristics of most counselors include empathetic understanding, unconditional positive regard, and genuineness. Therefore, it is a place where you don't have to worry about being judged, ridiculed, or put down. Your emotions are validated, your situations are normalized, and you will be ensured that you are not alone.

3. Assists in Change of Self-Defeating Behaviors/Habits Sometimes we have habits that are contributing to our problems in life. Counseling can help bring about awareness of the thoughts, emotions, and behaviors that revolve in a never-ending cycle of self-defeat. With awareness, you can learn what steps are needed to take

action and regain control over your behaviors in order to enhance more positive change.

4.   Enhancement of Self-Esteem and Greater Self-Acceptance Most of us have experienced some sort of insecurity about our appearance, abilities, skills, or personality traits in our lifetime. Focusing on the negative aspects of ourselves can make us blind to the positive traits we have. Although we all may have

something we don't like about ourselves, through counseling, we can also learn to accept our flaws and imperfections as a part of being human. With self-acceptance comes self-love, self- compassion, and a stronger sense of self-confidence. You will be able to improve your weaknesses by building upon your strengths.

5.   Guidance in Finding Purpose

What is the greater meaning in life? The answer to this question is unique to every individual. For those that are in an existential crisis or are grieving a loss usually experience a temporary loss of self/identity. Through exploration of values, beliefs, interests, and memories, counseling may help you rediscover your purpose, passion, and meaning in life.

6.   Better Expression and Management of Emotions Whether you are dealing with depression, anxiety, stress, or anger, counseling can help you identify, express, and better regulate your emotions. Through an increased awareness of

triggers, understanding of maladaptive coping, and modeling of related situations, you can learn to express and cope with your emotions in a healthy way. This way you can prevent escalation of negative emotions that may lead to unhealthy behaviors.

7.   Provides a Safe Outlet to Vent about Issues

Counseling offers relief from mental health, relational, and situational concerns by providing a safe environment to vent. Sometimes we need to let go of things that are on our mind but are afraid of the consequences or worried about what other people would think of us. Counseling ensures confidentiality and no judgment. When we keep negative emotions/thoughts bottled up for so long, it's only a matter of time until our cap pops off. Therefore, counseling is a place to unload grievances, express frustrations, let go of resentments, release pent up emotions, and uncover hidden pains that have been holding us back from having a peace of mind.

8.   Fostering Hope, Motivation, and Encouragement

Whether you feel completely and utterly hopeless or just need a little boost, counseling can help. Without hope or motivation,our lives can appear to be falling apart because we struggle to take action or make change due to not seeing the point in trying. However, counselors can help spark some motivation by bringing awareness to positive achievements in the present and past to strengthen hope for the future self, future relationships, and future life.

9.   Learning Effective Skills for Life

There is an infinite amount of skills that you can learn through counseling that are useful in everyday life. These range from problem-solving and conflict resolution skills to communication and interpersonal skills. Counseling provides a safe environment to learn, practice, and experiment with these skills before applying them to real situations outside of sessions. These ultimately lead to better overall wellness for the body, mind, and spirit

UNIT-4

ANNUAL STOCK TAKING

ANNUAL STOCK-TAKING
Meaning, Definition

Annual stock-taking of performance is a performance audit function, which apart from usual employee evaluations, emphasizes on measuring the proper alignment of performance results with the organizational and employees' growth.

For organization stock-taking of performance helps in achieving the goals by optimizing employee performance, duly identifying their strengths and weaknesses.

For employees, on the other hand, it helps in providing guidance to perform the jobs and also help in defining the career path.

Performance audit is a more holistic term, as it encompasses the examination, operation, and procedures of the management system to assess whether the organization is achieving economy, efficiency …

Objectives of stock taking

1.   Forecasting manpower requirements

2.   Identifying deficiencies in individual

3.   Determining optimum use f available potential

4.   Identifying any shortfalls and surplus

Types of Stock Taking

1.   Quantitative

2.   Qualitative

   1. Quantitative Inventory includes following information

•   Employee personal data

•   Skills, education, job experience, training

•   Special achievements

- Salary and job history

- Length of service

  2. Qualitative Inventory includes following information

- Personal data

- Work history

- Strengths,weaknesses

- Career plan

- Promotion potential

- Any special achievements

SKILLS FOR ANNUAL STOCK-TAKING

While stock –taking, the following skills can help a manger make the process smoother

- ➢ the ability to identify individual strengths and weaknesses
- ➢ The ability to offer genuine reinforcing feedback in right time
- ➢ The ability to offer negative feedback in clear honest get supportive and developmental terms
- ➢ The ability to provide feedback that the receiver can use effectively for developmental purpose
- ➢ To ensure effective communication and ability to keep the cultural context in view
- ➢ The ability to listen effectively , appropriately using active as well as passive modes
- ➢ The ability to guide and conduct discussions without manipulating others
- ➢ The ability to documents processes and outcomes of discussions concisely accurately and meaningfully for all concerned.

USES OF STOCK –TAKING OF PERFORMANCE:

Stock –taking of performance can serve several uses for an organization and such uses are as follows

1) Enabling managers to observe, monitor and guide manage performance as well as potential, in an effective way.
2) Facilitating multi channel communication on tasks and manage

development issues sensitizing seniors to problems at lower levels and juniors to the organizations expectations.

3) Emphasizing and enabling improvement over previous performance of each manger and the manage have roles and expectation that must be fulfilled

4) Appropriately communicating to each manage the organizations perception of his/her contribution value to the organization

5) Ensuring role clarity to improve role performance and to enhance takes accountability

6) Accounting for helping and hindering environmental forces or organizational factors that affect individual performance and establishing equivalence of performance among comparable managees working across the organization

7) Generating performance dataset can provide a reliable basis to develop rational measurable performance standards for each job

8) Generating performance data that could lead to improving the quality of otherhuman resource decisions

9) Establishing effective control tools to channel human resource effort towards fulfilling the organization goals by modifying unproductive proactive and by reinforcing the productive ones

10) Helping build trust and understanding between manger and his her individual mangers

PERFORMANCE APPRAISAL

INTRODUCTION:

Performance appraisal is the process of obtaining, analyzing and recording information about the relative worth of an employee. The focus of the performance appraisal is measuring and improving the actual performance of the employee and also the future potential of the employee. Its aim is to measure what an employee does. By focusing the attention on performance, performance appraisal goes to the heart of personnel management and reflects management's interest in the progress of the employees.

Meaning and Definition:

"Performance appraisal is the systematic description of an employee's job relevant strengths and weaknesses".
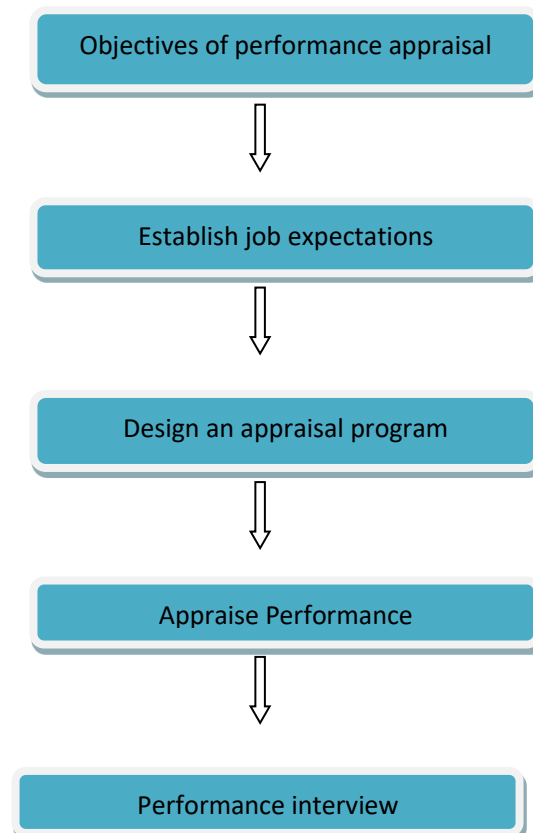
-Wayne Cascio

"Performance appraisal is the systematic way of reviewing and assessing the performance of an employee during a given period of time and planning for his future."

- Flippo

Purpose:

- ✓ To create and maintain a satisfactory level of performance.
- ✓ To contribute to the employees' growth and development through training, self and   management development programs.
- ✓ To help superiors to have a proper understanding about their subordinates.
- ✓ To facilitate fairs equitable compensation based on performance
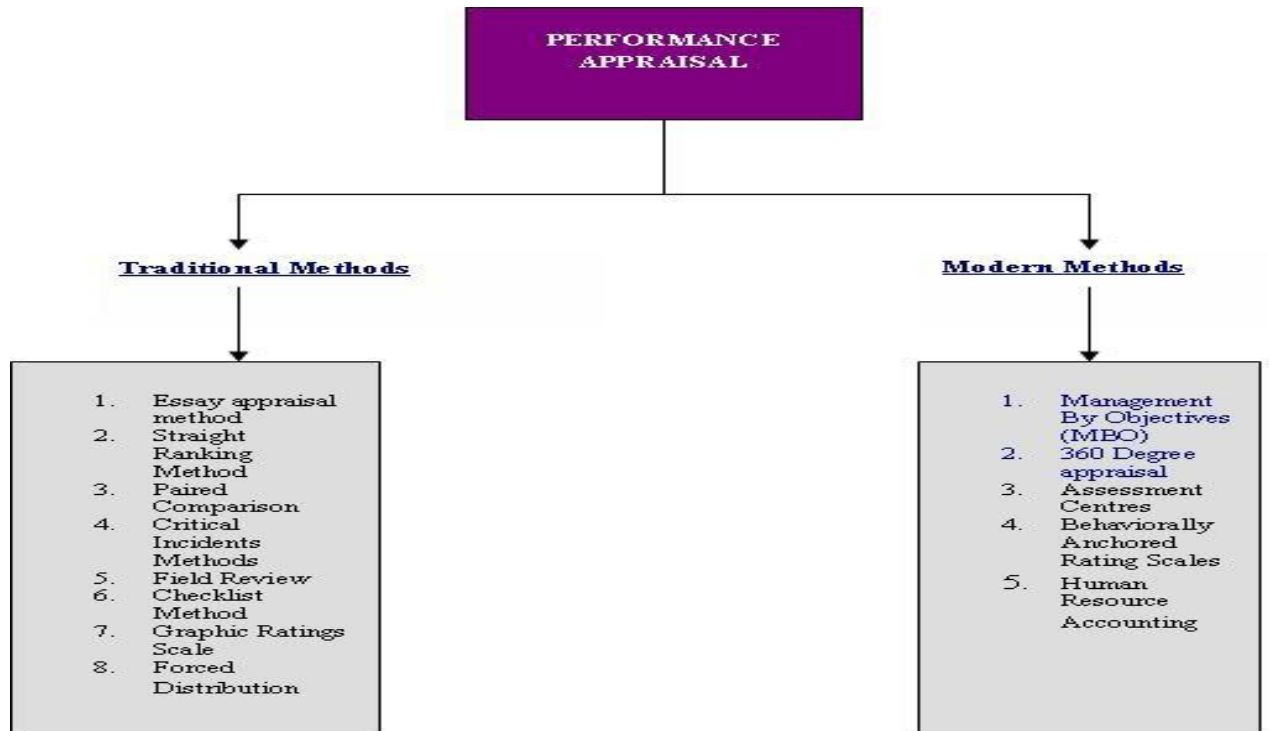
PERFORMANCE APPRAISAL PROCESS

Objectives of performance appraisal

⬇

Establish job expectations

⬇

Design an appraisal program

⬇

Appraise Performance

⬇

Performance interview

PERFORMANCE APPRAISAL METHODS

TRADITIONAL METHODS:

- **Essay Method**

In the essay method approach, the appraiser prepares a written statement about the employee Being appraised. The statement usually concentrates on describing specific strengths and weaknesses in job performance. It also suggests courses of action to remedy the identified problem areas. The statement may be written and edited by the appraiser alone, or it be composed in collaboration with the appraise.

- **Ranking Methods:**

Ranking method is the oldest and simplest method of rating the employees. Here, all the employees who are doing the same job are compared with each other. Then, each employee is given a particular rank, i.e. First Rank, Second Rank, etc. The best

employee is given the first rank, and the worst employee is given the last rank.here are three ranking methods. viz.,

1. Simple Ranking Method,
2. Alternation Ranking Method, and
3. Paired Comparison

Ranking method can be done very quickly and conveniently.

- **PAIRED COMPARISON:**

A better technique of comparison than the straight ranking method, this method compares each employee with all others in the group, one at a time. After all the comparisons on the basis of the overall comparisons, the employees are given the final rankings. This is an improvement over the straight ranking method. By this technique, each employee is compared with all other persons in pairs one at a time. With this technique, judgment is easier and simpler than with the ordinary ranking method. The number of times each individual is compared with another is tallied on a piece of paper. These numbers yield the rank order of the entire group.

- **critical incident method:**

Here, the supervisor writes a brief report about any incident, which affects the performance of the job. The incident may be positive or negative.

- **Field review:**

In this method, a senior member of the HR department or a training officer discusses and interviews the supervisors to evaluate and rate their respective subordinates. A major drawback of this method is that it is a very time consuming method. But this method helps to reduce the superiors' personal bias.

- **Checklist Method:**

First a checklist is prepared. It contains some statements about the employees behaviours on the job.

The main advantages of checklist method are :-

1. It is simple,
2. It is convenient,
3. It takes less time, and
4. it is very economical.

The main disadvantage of checklist method is that the statements are structured, and it does not have depth like the Critical Incident Method and the Essay Method.

- **Graphic Rating Scale Method:**

Graphic rating scale method is one of the oldest and widely used methods of [performance appraisal](). Here a graphic scale is used to rate the employee. Factors such as quality of work, quantity of work, dependability, etc. are rated.

Graphic rating scale method is easy to understand and simple to use. It also consumes less time. However, it involves a lot of paper work and there are chances of bias by the rate.

- **FORCED DISTRIBUTION**

To eliminate the element of bias from the rater's ratings, the evaluator is asked to distribute the employees in some fixed categories of ratings like on a normal distribution curve. The rater chooses the appropriate fit for the categories on his own discretion. broad conclusions about organizational needs

MODERN METHODS:

- **Management by Objectives** (MBO)

MBO is used to measure the performance of the managers.

Here the following process is used :-

1. The superior and subordinate managers jointly fix common objectives.
2. The superior and subordinate managers jointly make plans for achieving the objectives.
3. The subordinate manager implements the plans.
4. Then the actual performance of the subordinate manager is compared with the objectives and the deviations are found out.
5. Necessary Corrective Action is taken or the plans are modified

- **360 Degree Appraisal:**

An appraisal made by top management, immediate superior, peers, subordinates, self and customers is called **360 Degree Appraisal**. Here, the performance of the employee or manager is evaluated by six parties, including himself. So, he gets a feedback of his performance from everyone around him. This method is very reliable because evaluation is done by many different parties. These parties are in the best position to evaluate the employee or manager because they are continuously interacting and working with him. This method is mostly used to evaluate the performance of the employees. However, it is also used to evaluate other qualities such as talents, behavior, values, ethical standards, tempers, loyalty, etc.

- **Assessment Centers:**

This method is mostly used for selecting employees and managers. However, now-a-days this method is used for performance appraisal. It is used to decide which manager to promote to a higher level. The ratees are given many psychological tests,

management games, oral presentations and other exercises. They are asked questions and they are judged by the raters.

- **Behaviorally Anchored Rating Scales (BARS):**

BARS method is a variation of simple graphic scale method. Here, the behavior or attitude of the employee towards his job is rated. Some employees have a positive attitude towards their job. They continuously try to upgrade (improve) their knowledge and skills. However, some employees have a negative attitude towards their job. They do not try to upgrade and update their knowledge and skills So, the employees can be divided into two groups based on their behavior towards their job.

- **Human Resource Accounting (HRA):**

Human Resource Accounting HRA measures the cost and contribution of human resources in the organization. The cost includes the cost of recruitment, selection, induction, training, salaries and other facilities, etc. Contribution is the money value of the service of the employees. This service is measured by labor productivity. If the contribution is more than the cost, then the employee performance is positive and vice-versa.

LIMITATIONS OF PERFORMANCE APPRAISAL:
- **Halo Effect:**

The rater may base the full appraisal on the basis or one positive quality which was found out earlier. For e.g. If a person is evaluated on one quality i.e. emotional stability and if he scores very high in the case of emotional stability, then the rater may also give him high scores (marks or grades) for other qualities such as intelligence, creativity etc., even without judging these characteristics.

- **Problem of Strictness**:

Many raters are too lenient (not strict) in their ratings. High scores may be given to all employees, even if they have no merit. Also a reverse situation may take place, where all employees are rated very strictly and very low scores are given.

- **Central Tendency**:

Sometimes a rater gives only middle range scores to all individuals. Extremely high or low scores are avoided. This is called Central Tendency.

- **Personal Bias**:

Performance appraisal is affected by personal bias of the rater. If the rater has good relations with the rate (an employee who is getting rated), he may give higher scores to the ratee, even though the ratee does not deserve such high scores. So personal bias may lead to favored treatment for some employees, and bad treatment to others.

Problems in Performance Appraisals
- ❖ Appraiser Discomfort
- ❖ Lack of Objectivity
- ❖ Halo / Horns
- ❖ Leniency / Strictness
- ❖ Ccntral Tendency
- ❖ Recent Behavior Bias
- ❖ Personal Bias (Sterotyping)
- ❖ Manipulating the Evaluation
- ❖ Employee Anxiety

Uses of Performance Appraisals?
- ❖ Human Resource Planning
- ❖ Recruitment and Selection
- ❖ Training and Development
- ❖ Career Planning and Development
- ❖ Compensation Programs
- ❖ Internal Employee Relations

❖ Assessment of Employee Potentia

Appraisal Forms

▪ "Least important elements of the appraisal process"

▪ Appraisal forms are most often contain various styles

▪ Performance focused vs. situation focused appraisal

▪ Approaches to Appraisal Forms

a.　　Trait

b.　　Behavior

c.　　Results / Outcomes

d.　　Global / Essay

**Too many PA systems fail because management expects too much from one method and does not determine specifically what it wants the system to accomplish

1.　　Trait-Based Appraisals

Characteristics that are enduring and general

▪ e.g. "Leadership" "Communication" "Decisiveness"

▪ Potential Problems

▪ Focus on person rather than performance

▪ May be ambiguous or arbitrary

▪ Poor feedback and goal setting

▪ Poor reliability and validity

2.　　Behavior-Based Appraisal

Focus on specific behaviors with examples

1. Behavioral Frequency / Observation Scale (BOS)

2. Behaviorally Anchored Rating Scales (BARS)

▪ Positives

▪ More valid and reliable

▪ Acceptable to employees

▪ Better for development and improvement

☐　　Developing Behavioral Scales

1. Identify critical incidents and behaviors

2. Sort similar behaviors into dimensions

3. Validate sorting

4. Collect data on relationship between behavior and performance

5. Assign a rating scale

6. Validate the scale

　3.　Results-Based Appraisal

Uses future results as performance targetsChallenge is setting goals and measures

▪ Can the goals be quantified?
▪ Unique goals for every individual

Appraisal forms tend to be very simple Still need a rating scale.

Focus on results compared to specific goals

▪ Should be clear and unambiguous
▪ Requires alignment of expectations
▪ May promote gaming of the system
▪ Beware of results at any cost and excessive results orientation
▪ Time consuming and needs constant updating

MBO and 360*

The 360-degree feedback approach, often referred to as a "360 approach" or "360-degree appraisal," is a comprehensive performance assessment method that gathers feedback from various sources surrounding an individual. Unlike traditional performance appraisals, which are typically conducted by a supervisor, the 360-degree feedback approach involves input from multiple perspectives, providing a more holistic view of an individual's performance. Here's an overview of the 360-degree feedback approach:

Key Features of the 360-Degree Feedback Approach:

1) Multiple Perspectives:

Description: Feedback is collected from a variety of sources, including supervisors, peers, subordinates, clients, and sometimes even self-assessment.

Application: Offers a comprehensive and balanced view of an individual's performance, considering different aspects of their work and relationships.

2) Anonymous Feedback:

Description: Participants are often allowed to provide feedback anonymously, encouraging honest and candid responses.

Application: Fosters open communication and reduces the fear of retaliation, leading to more honest and constructive feedback.

3) Customizable Criteria:

Description: Organizations can customize the evaluation criteria based on specific competencies, skills, or behaviors relevant to the individual's role.

Application: Ensures that feedback aligns with the organization's goals and the individual's job responsibilities.

4) Developmental Focus:

Description: Emphasis is placed on using feedback for individual development rather than just for performance evaluation.

Application: Supports continuous improvement by identifying strengths and areas for growth, helping individuals enhance their skills.

5) 360-Degree Feedback Process:

Description: Typically involves self-assessment, selection of raters (supervisors, peers, subordinates, clients), anonymous feedback collection, and a structured feedback report.

Application: Follows a systematic process to ensure fairness and consistency in the feedback process.

6) Clear Communication

Description: Clear communication about the purpose, process, and confidentiality of the 360-degree feedback to ensure understanding and cooperation from all participants.

Application: Establishes trust and transparency, encouraging active participation in the feedback process.

7) Action Planning:

Description: After receiving feedback, individuals work with their supervisors or coaches to create action plans for professional development.

Application: Facilitates targeted improvements and ensures that the feedback leads to tangible developmental outcomes.

8) Integration with Performance Management:

Description: The 360-degree feedback process may be integrated into the broader performance management system of the organization.

Application: Aligns individual development goals with organizational objectives and ensures consistency in evaluating performance.

▪ Management by Objectives

■ Requires the manager to set specific measurable goals with each employee

■ Perodically discussed his or her progress toward these goals.

■ Refers to comprehensive, organization wide goal-setting and appraisal program consisting of six main steps:

▪ Set the organization's goals.

▪ Set department goals.

▪ Discuss departmental goals

▪ Define expected results

▪ Performance reviews – measured by results

▪ Provide feedback

Problems with MBA:

▪ Setting unclear, un-measurable objectives

▪ MBO is time consuming

▪ Setting objectives with the subordinate sometimes turns into a tug of way with Mgr. asking for more subordinate pulling back.

360 Review - Process where employer collects

performance information all around an employee –supervisor/peers/intrenal-external customers—generally for performance purposes – not pay

Performance approaches
Introduction:

A performance approach is a structured methodology or set of strategies employed by individuals, teams, or organizations to optimize and enhance their performance in a specific domain. Whether applied to personal development, employee management, or business operations, a performance approach involves deliberate actions, processes, and frameworks designed to achieve desired outcomes and continually improve results.

Performance approach

1) Comparative approach

- ❖ Forced distribution
- ❖ Paired comparision
- ❖ Rating scale
2) Attribute approach
3) Behavioral approaches
    1) BARS
    2) BOS

4) Result approach

5) quality approach

Balance score card

The Balanced Scorecard (BSC) is a strategic performance management framework initially introduced by Robert S. Kaplan and David P. Norton. Originally designed for organizational performance, it has since been adapted for use in employee performance management. The Balanced Scorecard aligns individual and team goals with the overall strategic objectives of the organization. It moves beyond traditional financial metrics and incorporates a balanced set of performance indicators to measure success.

Perspective in Employee Performance Management:

In the context of employee performance management, the Balanced Scorecard typically includes multiple perspectives, such as:

1) Financial Perspective:

Traditional financial metrics related to employee performance, such as revenue contribution, cost savings, or return on investment.

2) Customer Perspective:

Metrics focused on customer satisfaction, loyalty, and relationships, which may be relevant to employees who directly interact with customers.

3) Internal Process Perspective:

Key processes and workflows that contribute to employee effectiveness and efficiency.

4) Learning and Growth Perspective:

Employee development, training, and other initiatives that contribute to personal and professional growth.

Process of Implementing Balanced Scorecard in Employee Performance Management:

1) Strategic Goal Setting:

Define the strategic goals of the organization, ensuring they align with the overall mission and vision.

2) Identify Key Performance Indicators (KPIs):

Choose KPIs for each perspective that reflect the critical success factors for both the organization and individual employees.

3) Cascade Objectives:

Cascade organizational goals down to departmental and individual levels to ensure alignment.

4) Performance Measurement:

Regularly measure and assess employee performance against the defined KPIs.

5) Feedback and Coaching:

Provide feedback and coaching based on the results, focusing on continuous improvement and alignment with organizational objectives.

6) Adjustment and Adaptation:

Periodically review and adjust the Balanced Scorecard based on changing organizational priorities or individual performance needs.

Advantages of Balanced Scorecard in Employee Performance Management:

1. Alignment with Strategic Goals:

Ensures that individual and team goals are directly aligned with the overall strategic objectives of the organization.

2. Holistic Performance Evaluation:

Provides a more comprehensive view of employee performance by considering multiple perspectives.

3. Improved Communication:

Enhances communication by clearly communicating organizational goals and how individual contributions support them.

4. Continuous Improvement:

Encourages a culture of continuous improvement by focusing on learning and growth.

5. Clarity of Expectations:

Clarifies expectations for employees, helping them understand their role in contributing to organizational success.

Disadvantages and Challenges:

1. Complexity:

Implementing and managing a Balanced Scorecard system can be complex and may require significant resources.

2.Subjectivity:

Some KPIs may involve subjective assessments, leading to potential biases in the evaluation process.

3.Data Quality and Availability:

Availability and quality of data for certain metrics may pose challenges, impacting the accuracy of performance assessments.

4.Resistance to Change:

Employees may resist the introduction of new performance management methodologies, including the Balanced Scorecard.

5.Overemphasis on Metrics:

Focusing too much on metrics may lead to a narrow view of performance, overlooking qualitative aspects.

ASSESSMENT CENTRE METHODS

An Assessment Centre is a method used in the field of human resource management and talent assessment to evaluate the skills, competencies, and potential of individuals in a standardized and

comprehensive manner. It typically involves a series of exercises and activities designed to simulate real-life work situations and assess various aspects of a participant's performance. The goal is to provide a holistic view of an individual's abilities, behavior, and potential for success in a given role. Here's an introduction to the Assessment Centre method:

Assessment Centre's use a variety of methods to assess individuals in a comprehensive and standardized manner. These methods are designed to evaluate skills, competencies, and potential across different dimensions. Here are some common assessment center methods:

- In-Tray or Inbox Exercises:

Description: Participants are given a set of tasks, emails, or documents that simulate the type of work they would encounter in a specific job role. They must prioritize and respond to the items within a limited time frame.

Application: Evaluates organizational and time-management skills, decision-making, and ability to handle multiple tasks.

- Role-Playing:

Description: Participants act out scenarios relevant to the job, often interacting with assessors or other participants. This could involve customer interactions, team management, or conflict resolution.

Application: Assesses interpersonal skills, communication, problem-solving, and adaptability.

- Group Discussions:

Description: Participants engage in discussions on a specific topic or case study within a group setting. Assessors observe how individuals contribute to the conversation, handle disagreements, and collaborate.

Application: Evaluates communication, teamwork, leadership, and the ability to express ideas persuasively.

- Presentations:

Description: Participants are asked to deliver a presentation on a given topic, showcasing their communication skills, knowledge, and ability to convey information effectively.

Application: Assesses public speaking, presentation skills, and the ability to convey complex information.

- In-Person Interviews:

Description: Structured interviews conducted by assessors to gather information about a participant's background, experiences, and motivations. Questions may focus on specific competencies or behavioral scenarios.

Application: Provides additional insights into a participant's personality, experience, and motivation.

- Psychometric Assessments:

Description: Standardized tests measuring cognitive abilities, personality traits, or specific skills. These may include aptitude tests, personality assessments, and situational judgment tests.

Application: Provides objective data on cognitive abilities, personality characteristics, and behavioral tendencies.

- Simulation Exercises:

Description: Realistic simulations of job-related tasks or challenges that participants might face in the role being assessed. This could include managing a project, handling a crisis, or making strategic decisions.

Application: Assesses practical skills, problem-solving, and decision-making in job-relevant contexts.

- Competency-Based Interviews:

Description: Structured interviews focusing on specific competencies required for the job. Participants are asked to provide examples of past behavior that demonstrate these competencies.

Application: Evaluates the alignment of past behavior with desired competencies.

- Observation by Assessors:

Description: Trained assessors observe participants during various exercises, taking note of their behavior, communication style, leadership potential, and interpersonal skills.

Application: Provides subjective assessments that complement objective data from other methods.